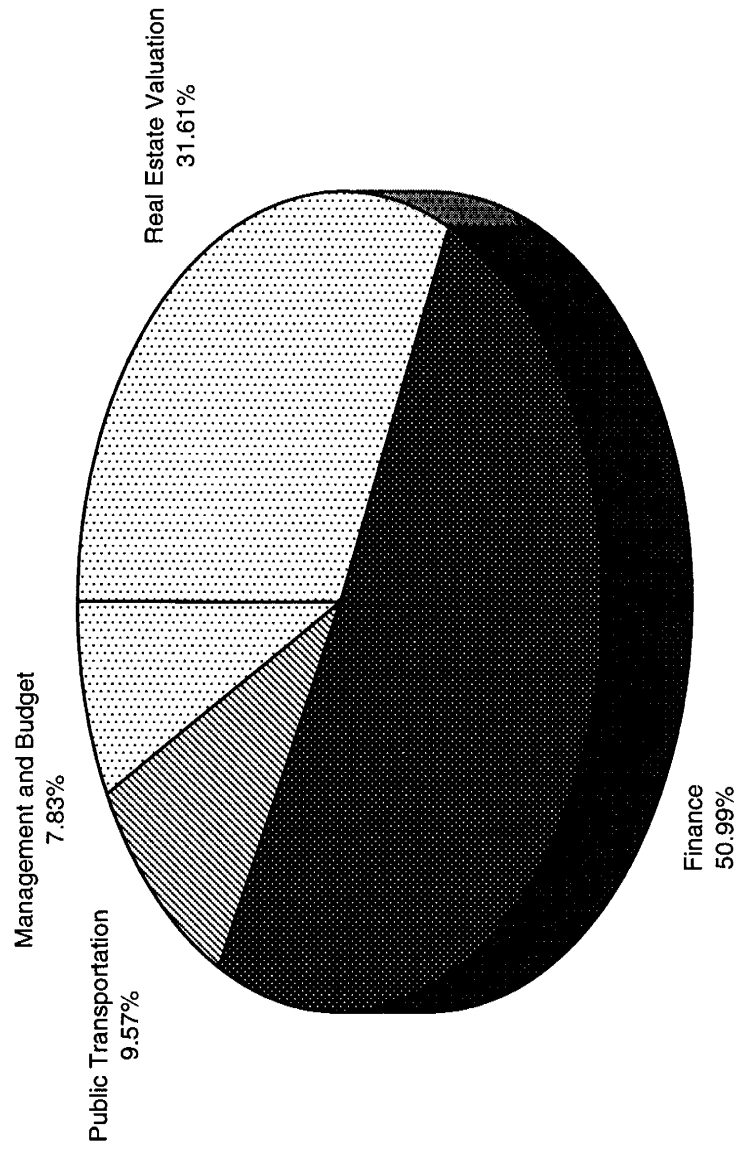


# *Management Services*

**Management Services**  
**\$2,851,441**



## Management Services

	<b>Actual FY 2003</b>	<b>Budget FY 2004</b>	<b>Adopted FY 2005</b>	<b>Increase (Decrease)</b>
Real Estate Assessments	\$ 892,942	\$ 832,425	\$ 901,398	\$ 68,973
Finance:				
Chief Financial Officer	121,649	122,547	134,954	12,407
Central Accounting	686,412	673,552	747,680	74,128
Payroll	226,833	236,137	254,364	18,227
Purchasing	347,338	292,420	316,907	24,487
Total Finance	1,382,232	1,324,656	1,453,905	129,249
Public Transportation	231,547	195,000	273,000	78,000
Management and Budget	193,989	168,135	223,138	55,003
<b>Total Management Services</b>	<b>\$ 2,700,710</b>	<b>\$ 2,520,216</b>	<b>\$ 2,851,441</b>	<b>\$ 331,225</b>

## **Finance**

*The Department of Finance records all financial activity for Roanoke County, is the centralized authority for the acquisition of materials, equipment and services for Roanoke County and Schools, and pays all of its employees.*

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### **MISSION**

Promote the County's best interest by providing professional financial services of quality and integrity that include systems for accounts payable, accounting, payroll, purchasing and risk management whereby fair and equitable treatment is the norm, the value of public funds is maximized, and the public trust is maintained and valued.

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### **GOALS, OBJECTIVES, and STRATEGIES**

#### **Accounts Payable**

By fiscal year end 2005, have 100% of eligible departments utilizing online vouchering.

- Train department staff in system use
  - Determine department eligibility and identify designated staff.
  - Assess training needs.
  - Establish or adjust as needed appropriate system security.

Complete the process of moving the issuance of jury checks to the Performance system in order to reduce turnaround time and improve reportability.

- Work with Information Technology database administrator to develop the appropriate interface.
  - Determine data used in current system to produce checks.
  - Determine data compatibility.
  - Perform appropriate tests before taking the interface live.

Provide excellent services to all customers including vendors, citizens, and departments while processing payments in a timely and efficient manner.

- Continue to process vendor checks weekly and property refunds bi-weekly, while taking advantage of available vendor discounts.
- Ensure the accuracy of all bills submitted for payment.
- Maintain an accurate system of vendor payment documentation.
- Complete the implementation of decentralized entering of on-line vouchers.
  - Review vendor bills and statements for accuracy.
  - Process request for payments and purchase orders for payment.
  - File all vendor payments.
  - Train and/or demonstrate to departments decentralized entering of on-line vouchers.

#### **Central Accounting**

Administer and properly account for all County and School funds in accordance with generally accepted accounting principles.

- Maintain financial records ensuring accuracy.
- Provide departments with timely, accurate and reliable financial reports.
- Review and evaluate accounting policies and procedures and implement changes as appropriate.
- Coordinate the annual independent audit.
  - Review funds and general ledger accounts to ensure accuracy.
  - Facilitate training on all accounting pronouncements for professional staff.
  - Provide monthly financial information via the intranet and email.
  - Enhance financial reporting to departments with the development of additional reports utilizing Crystal Reports.
  - Communicate with the auditors any changes to accounting policies and procedures.

Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

- Continue to improve the Comprehensive Annual Financial Report (CAFR).
  - Train staff on efficient use of spreadsheets for efficiency and accuracy.
  - Develop and distribute to staff a CAFR design and layout checklist to promote consistency throughout the document.
  - Plan and implement new GASB pronouncements.
  - Contract for printing the CAFR

Provide administrative and accounting services for the Western Virginia Water Authority (WVWA) during the initial operational period of the Authority.

- Work with WVWA administration to facilitate a seamless transition from County support to WVWA stand-alone status.
  - Identify differences between operational systems.
  - Work with Information Technology staff to develop the appropriate interfaces needed to consolidate Roanoke County and Roanoke City Utility Departments accounting, billing, purchasing, human resources and payroll services.
  - Determine staff training needs and train appropriate WVWA staff when they are hired.
  - Provide support for WVWA staff until all parties agree that WVWA systems are capable of standing alone.

Ensure that Finance Department systems remain updated and fully operational.

- Serve as liaison with Information Technology staff to relay needs and participate in system upgrades and problem resolutions.
  - Conduct Performance Team meetings to ascertain the operational status of system modules.
  - Establish better communication between system users.

### **Payroll**

Provide a high quality, cost-effective payroll service that is responsive to School and County customer needs.

- File all federal and state quarterly reports by April 30, July 31, Oct 31 and Jan 31.
- Provide accurate W-2 information to all current and former employees by Jan 31.

- Process all paperwork, including timesheets, within 5 working days to meet ACH deadlines.
- Complete VRS reporting to be received by the 10<sup>th</sup> of each month.
- Provide reports to County departments every pay period with the pay checks.
- Pay vendors, including garnishments, child support, annuities, tax liens, etc. by the required various due dates.
- Pay dental and medical insurance vendors by the 10<sup>th</sup> working day of the month.
- Complete Lawson migration and upgrades by manufacturer's deadlines.
- Provide efficient and courteous customer service to the employees of the County and Schools and outside vendors.
  - Reconcile employee deductions to invoices to ensure accuracy.
  - Develop balancing procedures to ensure accuracy in payments, reporting and general ledger transactions.
  - Continue staff development and training to stay current with changing laws and policies.
  - Provide easy access to payroll information for county and school employees via the intranet.
  - Provide increased customer service by streamlining the payroll process.
  - Continue research and development of payroll processing software.

### **Purchasing**

Provide for a professional purchasing system of quality and integrity.

- Create and publish via website and hard copy a Vendor Manual by fiscal year end June 30, 2005.
  - Review and combine appropriate purchasing code into one document.
  - Define or refine as appropriate the procedure for being added to the County's bid list.
  - Develop and keep updated a relevant FAQ document.
  - Develop and keep updated a relevant FAQ document.
- Maintain resources needed to support the County's purchasing system
  - Ensure that staff receive appropriate training on all relevant software.
  - Identify appropriate staff to provide training for end users.
  - Develop a plan for maintenance and replacement of needed equipment.
  - Develop a single uniform system of records retention. Investigate feasibility of utilizing document imaging.

Position the County to take advantage of eCommerce.

- Investigate aspects of utilizing the State's electronic purchasing system (eVA).
  - Review requirements and determine needed resources and support.
  - Develop a feasibility report.

Properly administer the County's Purchasing Card program.

- Ensure that purchasing card logs are reconciled to the billing statement monthly.
- Perform periodic purchasing card audits in individual departments.
  - Identify and assist departments needing help in completing the logs.

Increase vendor options for County purchasing by adding non-traditional vendors to the bid list.

- Develop a minority supplier plan.
  - Research/utilize the State database.
  - Utilize publication outlets geared to the non-traditional supplier
  - Network through professional organizations.

### **TOP 3 - 5 Accomplishments**

1. Was recognized by the Government Finance Officers Association (GFOA) for the 19<sup>th</sup> consecutive year by being awarded a Certificate of Achievement for Excellence in Financial Reporting. This award was based on a comprehensive evaluation of our Comprehensive Annual Financial Report for the fiscal year ended June 30, 2002.
2. Implemented exception reporting in the County
3. Developed an accounting process to capture costs by facility for General Services. This process has saved the County money by utilizing Performance and providing information needed by the Facilities Manager to exercise more accurate budgetary controls. This process also allows the Facilities Manager to track environmental policy compliance.
4. Developed a purchasing card audit program that saves money for the County by ensuring accurate charges and compliance to existing vendor contracts.

<b>Finance Appropriations</b>				
<b><u>Description</u></b>	<b><u>Actual FY 2003</u></b>	<b><u>Budget FY 2004</u></b>	<b><u>Adopted FY 2005</u></b>	<b><u>% Change 04-05</u></b>
Personnel	\$ 1,055,795	\$ 1,096,626	\$ 1,220,137	11.3%
Operating	269,693	226,530	230,182	1.6%
Capital	56,745	1,500	3,586	139.1%
Transfers	-	-	-	0.0%
Total	\$ 1,382,233	\$ 1,324,656	\$ 1,453,905	9.8%
Positions	23	22	22	0.0%

## **Management and Budget**

*The Department of Management and Budget prepares the County's annual budget, performs financial analysis for various projects and provides assistance to the Board of Supervisors and County Administrator as requested.*

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### **MISSION**

The Roanoke County Office of Management and Budget will provide budgetary and financial information and consultation to administration, departments and citizens in order to enhance decision-making, educate, and inform in support of the County's stated priorities.

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### **GOALS/OBJECTIVES**

Prepare and publish resource allocation plans in accordance with the priorities of the community, Board of Supervisors, and the County Administrator.

- Coordinate the preparation of operating and capital fiscal year budgets.
- Prepare and publish the annual update of the Capital Improvement Program.
- Prepare and publish the Annual Fiscal Plan in conformance with the established criteria of the GFOA to obtain the Distinguished Budget Presentation Award.

Research and disseminate information throughout the organization and the community to enhance decision-making and cultivate citizens' awareness of budgetary issues.

- Utilize opportunities to educate and inform citizens of the County's budget function.
- Provide thorough, accurate information in response to requests from citizens and other departments for comparative and/or historical information within two days.
- Utilize the budget intranet and Internet pages to provide accurate, current budgetary information.

Refine revenue projection techniques.

- Analyze effectiveness of, modify, and/or develop projection models to estimate revenues within 2% of actual.

Prepare the Annual Fiscal Plan including a Capital Improvement Plan for approval by the Board of Supervisors.

- Prepare the budget after considering: the County's obligations, economic indicators, additional ordinances enacted and changes in existing ordinances, and new and/or reclassified positions.
- Prepare the budget in accordance with: generally accepted accounting principles (GAAP), Uniform Financial Reporting Model of the Auditor of Public Accounts of the Commonwealth of Virginia, the Code of Virginia, and the Government Finance Officers Association Criteria for Distinguished Budget Award.

Utilize measurements to determine effectiveness of departmental operations.

- Assist department directors with preparing relevant, outcome based goals.
- Assist department directors or their designees with preparing measurement guides.



Assist departmental staff in keeping departmental costs within budget.

- Review periodic statements. Discuss potential variances with appropriate staff.
- Review departmental account status prior to processing budget transfers.
- Research and disseminate appropriate information on best practices.

<b>Management and Budget Appropriations</b>				
<b><u>Description</u></b>	<b><u>Actual FY 2003</u></b>	<b><u>Budget FY 2004</u></b>	<b><u>Adopted FY 2005</u></b>	<b><u>% Change 04-05</u></b>
Personnel	\$ 162,795	\$ 148,685	\$ 199,988	34.5%
Operating	27,132	16,950	20,650	21.8%
Capital	4,063	2,500	2,500	0.0%
Transfers	-	-	-	0.0%
Total	\$ 193,990	\$ 168,135	\$ 223,138	32.7%
Positions	2	2	3	50.0%

## Public Transportation

*The County of Roanoke Transportation System (CORTTRAN) provides free public transportation to individuals in need.*

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### MISSION

**CORTTRAN** will provide public para-transit transportation to qualified residents of Roanoke County.

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### GOALS, OBJECTIVES, and STRATEGIES

To maintain transportation service levels to targeted County residents.

- To use regional resources to provide transportation services to County residents.
  - To maintain the working agreement with Unified Human Service Transportation System to operate appropriate vehicles to meet the needs of the qualified elderly and individuals with special needs to residents of Roanoke County.

Maintain qualified ridership in CORTTRAN.

- To enroll only qualified participants in the CORTTRAN program.
- Monitor and evaluate current and partial participants for the CORTTRAN program.
  - To evaluate any new participants at the time of the application process.
  - Evaluate current program participants every 3 – 4 years.

Public Transportation Appropriations				
<u>Description</u>	<u>Actual FY 2003</u>	<u>Budget FY 2004</u>	<u>Adopted FY 2005</u>	<u>% Change 04-05</u>
Personnel	\$ -	\$ -	\$ -	0.0%
Operating	231,547	195,000	273,000	40.0%
Capital	-	-	-	0.0%
Transfers	-	-	-	0.0%
Total	\$ 231,547	\$ 195,000	\$ 273,000	40.0%
Positions	-	-	-	-

# **Real Estate Valuation**

*The Real Estate Valuation Department conducts appraisals on new and existing real estate within Roanoke County.*

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## **MISSION**

To equalize assessments of all real property in Roanoke County, provide excellent information, administer the County's Land Use Program, and insure an effective Board of Equalization

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## **GOALS, OBJECTIVES, and STRATEGIES**

To effectively produce a quality reassessment, which achieves market value, assures equalization, and accuracy.

- To appraise 42,955 parcels, and complete the 2005 reassessment as of December 2004.
- To achieve an assessed value ratio of 92% (+/-), a Coefficient of Dispersion less than 10. (COD), and a Price Related Differential of 1. (PRD)
- Insure that all citizens have an opportunity to present their concerns to the Board of Equalization (BOE).
  - Divide Roanoke County into sub areas consisting of 4700+ parcels, and assign these sub areas to individual appraisers.
  - Require 35% of properties be physically inspected each year.
  - Test quality statistically for Assessment Ratio, COD, and PRD.
  - Periodically meet with staff to reinforce our goals and objectives.
  - Provide support to the Board of Equalization by managing the application process, providing pertinent parcel information for their evaluation, and scheduling hearings.

To provide accurate information in a timely manner to citizens, the business community, and staff of Roanoke County.

- To maintain current and accurate data for the Internet and land books by processing building permits, parcel transfers, change in ownership, and addresses.
- To educate the public in regards to the appraisal process, and to provide a variety of resources to access the data.
  - Confirm sales and other data with property owner, real estate agent, or by referencing public documents.
  - Frequent communication among the staffs of Community Development, IT, and the Real Estate Office to insure the website has maximum functionality, accurate information, and associated maps.
  - Appraisal staff conducts public forums for Civic groups and organizations, explaining the appraisal process, distributing brochures, maps, and other pertinent data.
  - Upon request, provide personal instruction to citizens and the business community on how to inquire on real estate data, whether via the Internet, public inquiry system, or the land books.

To manage a Land Use Program that enforces agricultural and preservation practices within state and county guidelines, while maintaining current information on all parcels and participants in the program.

- Insure Land Use Program is administered according to Roanoke County ordinance and State of Virginia Taxation Laws.
- Insure eligibility and compliance of program participants, and provide pertinent information to each.
  - Attend educational seminars, and utilize a variety of publications to remain current on guidelines for administering a Land Use Program.
  - Conduct annual field inspection of 35% of Land Use parcels to verify their eligibility.
  - Perform annual revalidation process by contacting each program participant and requiring validation of the parcel's eligibility.

Completion of Phases 1, 2, and 2A of the HP Migration Project – Implementation of a new Building Permit/Business License System, a new Geographic Information System, and a new CAMA (Computer Assisted Mass Appraisal) System.

- Assist with the implementation of the new Building Permit and GIS systems, insuring that the functional needs of the Real Estate Office are being met.
- Implementation of a new CAMA (Computer Assisted Mass Appraisal) system, integrating with the Building Permit system and GIS, while insuring uninterrupted service and data accessibility to citizens, the business community, and other county staff.
  - Participate in regular meetings with HP Migration Team and vendor to insure that technical requirements and contractual agreements are being met.
  - Participate in regular meetings with HP Migration Team and vendor to insure that technical requirements and contractual agreements are being met.
  - Meet with staff in each department effected to identify critical business processes and services.
  - Attend meetings with Community Development, and IT to insure website functionality is not affected during implementation period.
  - Provide thorough end user training for County staff, citizens, and the business community on all facets of the new systems.

### **TOP 3 - 5 Accomplishments**

5. Conducted quality reassessment based on sales ratio of 94%, with coefficient of dispersion of 6.03, and a price related differential of 1.0021.
6. Managed the Land Use program efficiently, while issuing rollbacks totaling \$309,364.
7. Acquisition of NovaLIS' Assessment Office.

<b>Real Estate Valuations Appropriations</b>				
<b><u>Description</u></b>	<b><u>Actual FY 2003</u></b>	<b><u>Budget FY 2004</u></b>	<b><u>Adopted FY 2005</u></b>	<b><u>% Change 04-05</u></b>
Personnel	\$ 761,180	\$ 765,238	\$ 831,211	8.6%
Operating	108,267	60,687	60,687	0.0%
Capital	23,492	6,500	9,500	46.2%
Transfers	-	-	-	0.0%
Total	\$ 892,939	\$ 832,425	\$ 901,398	8.3%
Positions	15	15	15	

